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HUMAN RESOURCES

"Classification and Compensation"
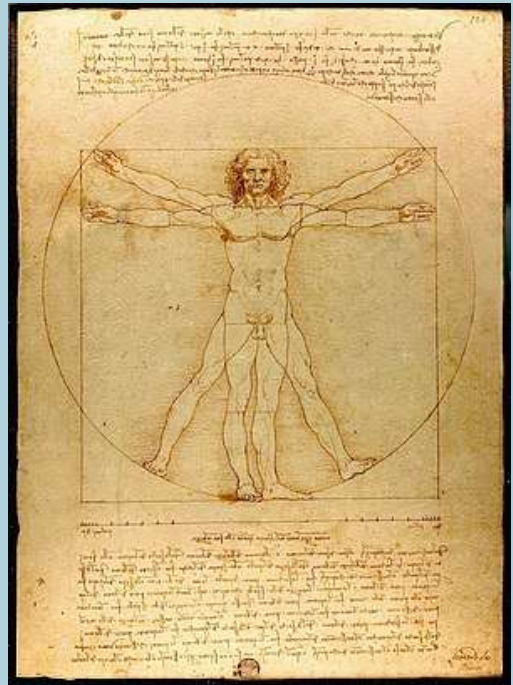
1

Who We Are

- Greg Carmichael
- Mike Hammock
- Sheila Krueger
- Evelyn Garcia

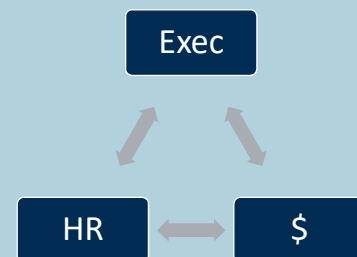## ARIZONA
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- What is normal body temperature?

  - Precision of measurement
  - n = 1
  - Screening tool vs. diagnostic tool
  - Key players: patient, doctor, health care system

Strategic Framework

- Strategic Workforce Planning
  - What people resources do I need to achieve my strategic mission?
  - What skills do they need to have?
  - How much will that cost?
  - How do I meet that need (build, buy, borrow)?

Exec

HR ⟷ $

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"What do they pay?"

Consumer Advertising by Drug Companies

Strategic Direction for Class/Comp

- Clear classifications
- Grades/ranges to market rates
- Dual career paths where practical
- Tools and flexibility to use the framework

- Budget neutral

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Job Evaluation (Classification)

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Job Evaluation Systems

- A systematic process of determining the relative worth of jobs in an organization

- A Little History
  - Current system originally established in the 1970s
  - In use since
  - Currently there are over 2,800 individual classifications

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Job Evaluation Systems

- Quantitative

Various factors are assigned points and a sum of those points give relative importance or weight to a job

Examples:

Point Factor

Factor Comparison

- Qualitative

Jobs ranked in order of their importance from simplest to the most complex

Examples:

Whole Job

Classification

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Whole Job

- The State of Arizona currently uses the Whole Job method of evaluating/classifying jobs

- The current system was implemented in the early 1970s

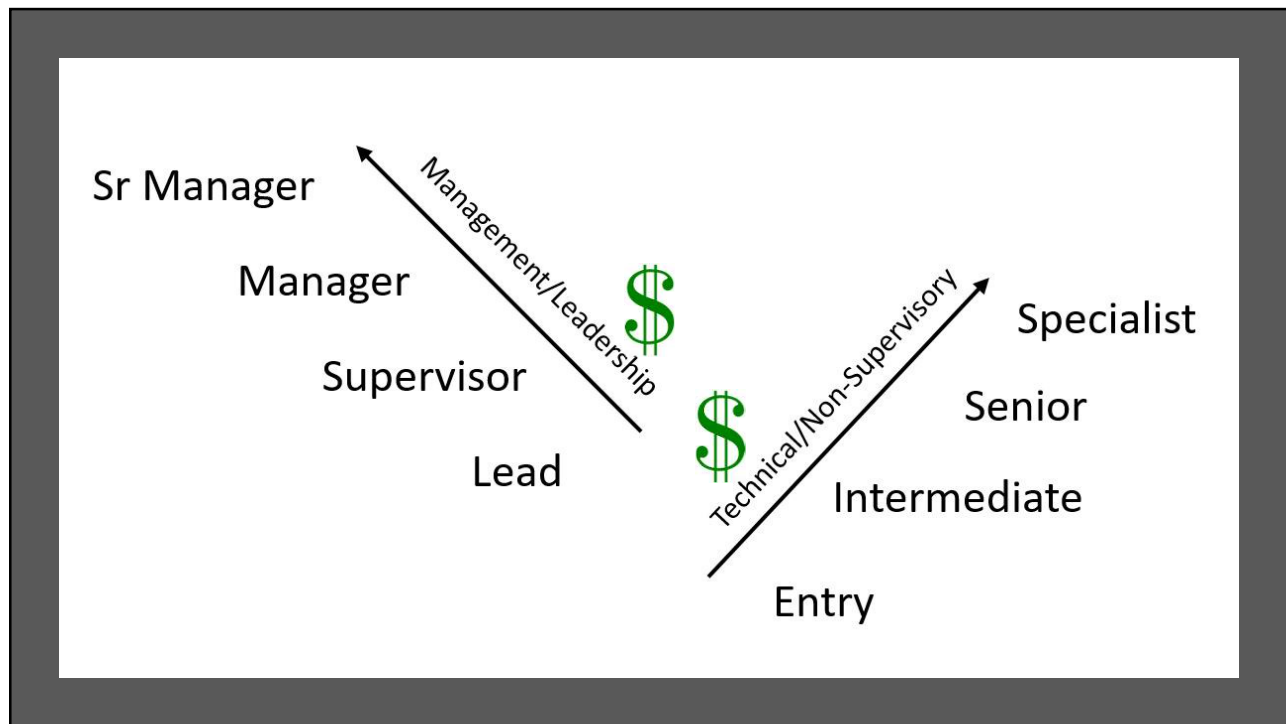- Modeled after other government classification systems (i.e., Federal, Military)

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Whole Job Method

Simplest system to manage

Jobs are arranged in a hierarchy in order of their relative worth

Store Manager

Cashier

Courtesy Clerk

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Job Specification

A general description of the duties and responsibilities typically associated with a particular job family

Administrative – Administrative Services – Professional

SUMMARY	
PRIMARY DUTIES & RESPONSIBILITIES	• Assists a department or agency head by directing all centralized administrative services • Coordinates daily operation of administrative services for a unit or department, including activities in finance and human resources and may also include IT and/or facilities
KSAs	• Knowledge of the principles and practices of administration with special reference to organization, planning, fiscal management and budgetary control; agency or program rules, regulations and operating procedures; office management and supervision • Skill in developing and implementing effective policies and procedures; strategic planning; interpersonal, written and oral communications skills • Ability to direct an administrative services program for an organization and supervise others; do difficult analytical work; analyze and resolve problems; write and speak with clarity and effectiveness; respond promptly to customer needs; solicit customer feedback to improve service; respond to requests for service and assistance; meet commitments; manage difficult or emotional customer situations; foster relationships; identify opportunities for use of solutions to improve efficiency and reduce waste; focus on solving conflict; maintain confidentiality; listen to others without interrupting; keep emotions under control; remain open to others' ideas and tries new things; prioritize and plan work activities; set goals and objectives; use time efficiently; communicate activities and results as appropriate; demonstrate continuous effort to improve operations and streamline work processes

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Administrative – Administrative Services – Professional

HRIS TITLE	ADMV SVCS OFFCR ENTRY	ADMV SVCS OFFCR INT	ADMV SVCS OFFCR SR	ADMV SVCS SPCT
JOB TITLE	Entry Administrative Services Officer	Intermediate Administrative Services Officer	Senior Administrative Services Officer	Administrative Services Specialist
JOB CODE	AUN05784, AUN07448, AUN06895	AUN04638, AUN09023, AUN01625, AUN06158, AUN04116, AUN09005	AUN09117, AUN05947	AUN09167
JOB FUNCTION	Administrative	Administrative	Administrative	Administrative
GRADE	19 (Current)	21-23 (Current)	24 (Current)	4 (Current)
FLSA STATUS	Exempt	Exempt	Exempt	Exempt
DETAILED DUTIES & RESPONSIBILITIES	• Participates in a variety of administrative and management functions • Assists in formulating and implementing policies and procedures relative to fiscal services and other general business activities • Prepares or directs the preparation of the budget and maintains fiscal control • Consults with unit supervisors on administrative problems and procedures and assists in developing and instituting improvements • Directs accounting and bookkeeping operations and the preparation of financial statements and statistical reports • Directs, evaluates and develops a team of employees supporting the assigned administrative and business management functions	• Performs duties similar to those of entry-level Administrative Services Officer, but which are more complex in nature • Typically assists a small to moderate sized department or institution, may assist a large organization • Directs or assists in directing fiscal activities such as state and federal accounting, payroll, purchasing, budget preparation and control, personnel and other record keeping, capital improvement programming, preparation of statistical, financial and other reports • Studies practices, policies and procedures and makes recommendations for improvement • May direct housekeeping, building and grounds maintenance, dietary, laundry, clothing, printing and other service functions	• Performs duties similar to those of intermediate-level Administrative Services Officer, but which are more complex in nature • Typically oversees administrative services functions for one of the larger state organizations • Supervises and participates in difficult complex managerial studies • Initiates and maintains complex and difficult relations with employees and the public	• Performs duties similar to those of senior-level Administrative Services Officer, but which are more complex in nature • Typically oversees administrative services for the largest and most complex state agencies • Plans, organizes, and directs, through subordinate program managers, major centralized financial/business management functions such as personnel or data processing • May serve as the special assistant to a director, responsible for a variety of high level assignments including the development of programs and policies • May coordinate the department's legislative program • May represent the agency with assistant directors, the Governor's office, board and the Legislature

HRIS TITLE	ADMV SVCS OFFCR ENTRY	ADMV SVCS OFFCR INT	ADMV SVCS OFFCR SR	ADMV SVCS SPCT
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JOB FUNCTION	Administrative	Administrative	Administrative	Administrative
GRADE	19 (Current)	21-23 (Current)	24 (Current)	4 (Current)
FLSA STATUS	Exempt	Exempt	Exempt	Exempt
MANAGEMENT OF RESOURCES	None	May provide guidance and assistance to entry level employees	Provides guidance and assistance to other employees and may act as lead worker	Acts as lead worker and provides point of view to team members
SUPERVISION RECEIVED	Works with immediate supervision	Works with general supervision	Works under minimal supervision	Works independently with minimal oversight
BUDGETARY RESPONSIBILITY				
DECISION MAKING AUTHORITY	Follows established guidelines and procedures	A certain degree of latitude is required within established guidelines and procedures	Exercises independent judgment within well-defined parameters	Decisions are made independently under general direction
EDUCATION & EXPERIENCE	Any combination of training and experience that meet the knowledge, skills, and abilities (KSAs); typical ways KSAs are obtained may include but are not limited to: relevant degree from an accredited college or university, coursework and work experience relevant to assignment	Any combination of training and experience that meet the knowledge, skills, and abilities (KSAs); typical ways KSAs are obtained may include but are not limited to: relevant degree from an accredited college or university, coursework and work experience relevant to assignment	Any combination of training and experience that meet the knowledge, skills, and abilities (KSAs); typical ways KSAs are obtained may include but are not limited to: relevant degree from an accredited college or university, coursework and work experience relevant to assignment	Any combination of training and experience that meet the knowledge, skills, and abilities (KSAs); typical ways KSAs are obtained may include but are not limited to: relevant degree from an accredited college or university, coursework and work experience relevant to assignment
LICENSURE / CERTIFICATION				
OTHER SELECTIVE PREFERENCES	Bachelor's degree in an appropriate field plus one year of relevant experience (or equivalent experience)	Bachelor's degree in an appropriate field plus three years of relevant experience (or equivalent experience)	Bachelor's degree in an appropriate field plus five years of relevant experience (or equivalent experience)	Bachelor's degree and five or more years of relevant experience with increasing responsibility; positions in this class may require specialized experience (or equivalent experience)
WORK ENVIRONMENT				

Position Descriptions

PDs are used for

Recruitment

Career Paths/succession planning

Organizational Design

Performance Standards and Apprais

Training

FLSA Determination

Compensation

24040 - 38840

Position Descriptions

A detailed description of the duties/responsibilities associated with a particular position

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Position Descriptions

Job Summary

Major Responsibilities & Essential Functions

Decision Making Authority

Position Descriptions

Knowledge, Skills, and Abilities

Licenses/Certifications

Position Descriptions

Selective Preferences

Additional Job Demands

Signatures

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Job Evaluation (Classification) Systems

Establishing a new or revising an existing job family

When is it appropriate?

What information is needed?

Reason for the request?

Supporting data

Turnover data

Difficulty filling positions

Material change in required knowledge, skills, and abilities

Impact of keeping the "status quo"

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Job Evaluation (Classification) Systems

<u>Reason for the request</u>
Agency is experiencing **significant** difficulty in filling position
Job offers declined due to low salary
Higher than average turnover
Change in business needs

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Job Evaluation (Classification) Systems

Agency
- Identify Problem
- Gather Supporting Evidence

Agency & C/C team
- Contact C/C Team
- Meet to discuss issues

C/C Team
- Review market benchmarks
- Draft/Revise Class Specs
- Validate with Agency Staff

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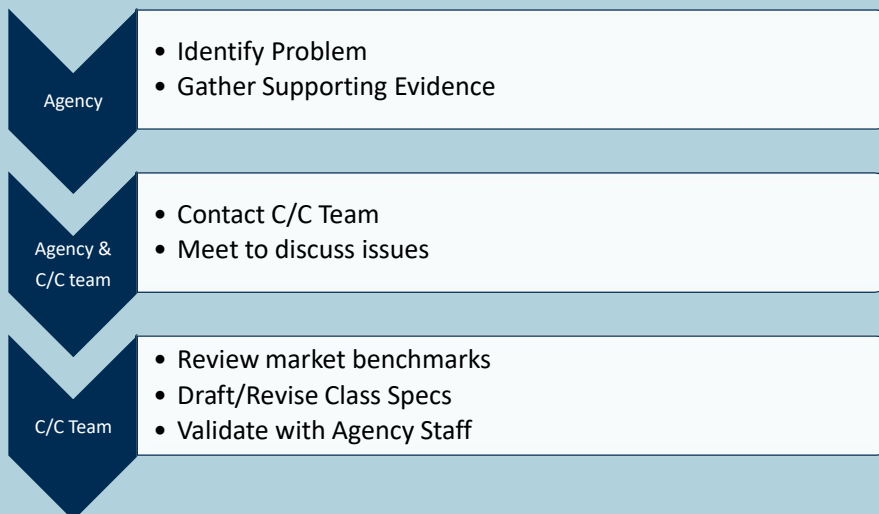
Job Evaluation (Classification) Systems

DO

- Outline Issues and what has been done to address
- Have supporting data
- Describe what the job will be responsible for by completing a PD
- Be realistic and honest about business needs relative to budget, etc.
- Provide subject matter experts to validate

DON'T

- Start the conversation with "I need a grade…"
- Start the conversation with "I have to pay this much…"
- Request new or revised job families because of "at max" employees
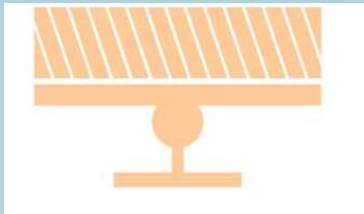- Assume that a new or revised job family is the only solution

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Establishing Pay Ranges & Salary

Creating a Market-Based System

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Process Overview
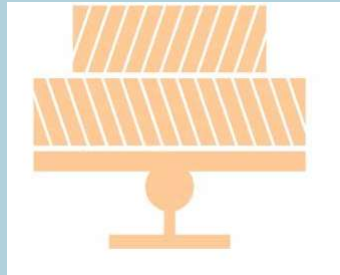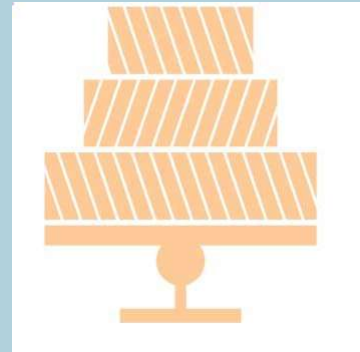
Define business need with class specification and/or job description
(Agency and C/C Team)

Determine Value of Position needed to fill business need =
Pay Grade
(C/C Team)

Determine Pay for Candidate needed to fill business need =
Salary
(Agency)

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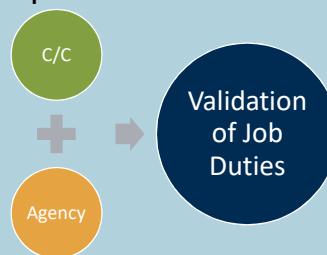HUMAN RESOURCES

Job Valuation

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How to Pay?
Position-Level

- The State of Arizona is moving towards a Market-Based Pay system
- Class specs and PDQ's determine WHAT the job is, based on the knowledge, skills, and abilities required to do the actual work.
- Class specs are compared to appropriate salary survey market data
- For a new class, a validation process is used to determine appropriate market data
  - C/C
  - Hiring managers
  - Agency leadership
  - HR staff (as appropriate)

C/C

Agency

Validation of Job Duties

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How to Pay?
Market Data

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How to Pay?
Position-Level

- FINAL PRODUCT?

- The job described in the Class Spec/PDQ is assigned a pay RANGE

- Example: AREG 24 = $50,891 - $71,190 - $91,490 (annual)

- At this point, the process moves from assessing the JOB to assessing the PERSON doing the work.

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How to Pay?
Person-Level

- Resume Review
  - Compare to requirements listed in class spec/PDQ

- Interview Process
  - Determine fit in agency/department/division
  - Further validate ability for PERSON to do the WORK required

- Job Offer
  - Once a fit has been determined, the salary to be offered should be determined

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How to Pay?
Person-Level

- Ready to make an offer?
  - Pay Range
  - Budget
  - Compression
  - Internal Equity

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How to Pay?
Person-Level

- Pay Range

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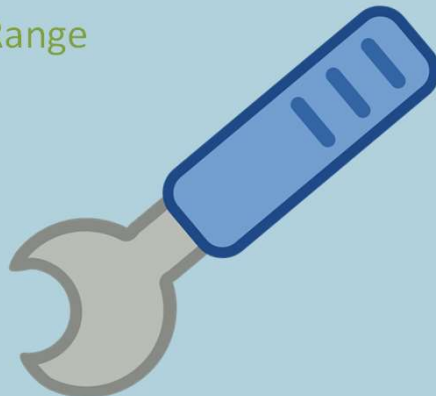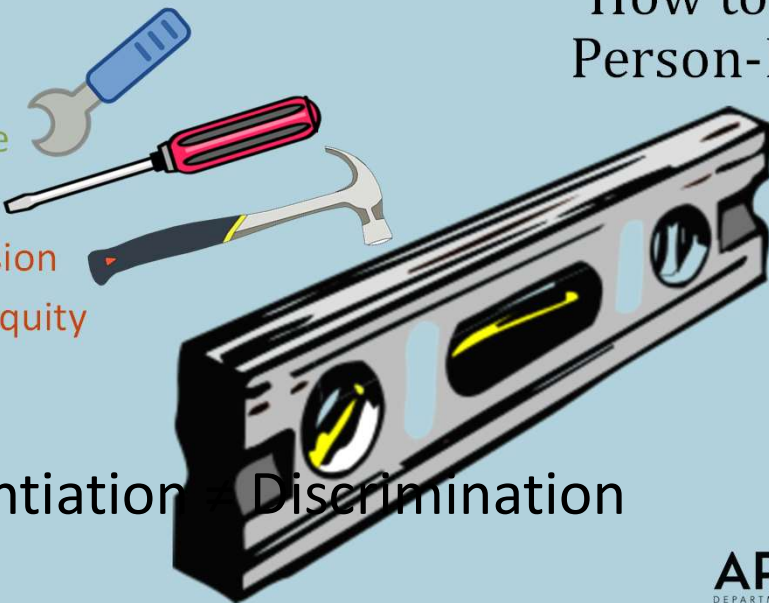
How to Pay?
Person-Level
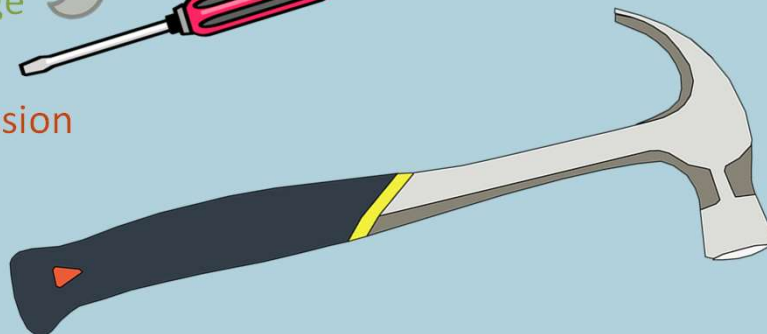
- Pay Range
- Budget

How to Pay?
Person-Level

- Pay Range
- Budget
- Compression

How to Pay?
Person-Level

- Pay Range
- Budget
- Compression
- Internal Equity

Differentiation ≠ Discrimination

Differentiation ≠ Discrimination

- Pay equity doesn't mean that two employees doing the same type of work must be paid the same. Businesses can pay different wages for the same type of work if the quality or quantity is different or if there's a merit system in place. The types of differences this allows for include things like experience, education and **individual performance**.

- Pay equity is what most people probably think of when they consider the term fair pay. It has legal backing by way of the Fair Pay Act and the Equal Pay Act and means that employees are paid equally for equal work done, without regard for race or gender.

How to Pay?
Person-Level

Differentiation ≠ Discrimination

Equity

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Case Study

Business Intelligence Analyst Class

Mike Hammock

Sheila Krueger

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Job Evaluation (Classification) Systems

- Real Life Example of Establishing New Job Family
  - Initially contacted by stakeholder group of agency CIOs/staff
  - Additional contact by other agencies
  - ADOA C/C conducted initial meeting with stakeholder group to gain additional information
  - ADOA C/C conducted a review of industry and government best practices
    - Does industry/government recognize need
    - What job(s) do industry/government orgs current utilize
    - Do the best practices compare favorably with business needs
  - ADOA C/C drafted new job family specs
  - ADOA C/C sent to stakeholders for validation

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Example: Business Intelligence Class

- Discussion with C/C regarding requirements for this position yields two new class families
  - BI Analysts
  - BI Management
- Class Specs are written that identify:
  - Primary Duties & Responsibilities
  - Knowledge, Skills & Abilities
  - Specific requirements for the job

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Information Technology – Business Intelligence – Professional

SUMMARY	
PRIMARY DUTIES & RESPONSIBILITIES	• Working closely with IT teams and agency/project staff, identifies business intelligence, reporting, and data analysis needs for an assigned agency/organization to turn data into information and knowledge to make sound business decisions • Assists in determining business requirements, priorities; defines key performance indicators (KPIs); develops, designs, and documents dashboards, alerts, reports, and other BI-related information/data
KSAs	• Knowledge of: strategies for achieving effective data acquisition, management, quality, storage, use and application; applicable laws, rules, policies regarding security, privacy, and management of confidential data; statistical and business analysis; business operations, methods, and practices; workflow engineering; Information Technology (IT) lifecycle and information system design' qualitative and quantitative techniques for analyzing and measuring program/project efficacy; project management disciplines and techniques; methodologies of data collection, research and analysis • Skill in: providing technical assistance to business partners; performing analytic functions including workflow and statistical analysis; communicating complex information to non-technical audiences; interpreting and evaluating information; oral and written communication; • Ability to: plan, organize, and prioritize projects; evaluate information and make recommendations; assess stakeholder and end user information needs; promote the use of business intelligence to make effective business decisions; communicate verbally and in writing; to establish and maintain effective working relationships; perform analysis and evaluation; engage with diverse audiences and stakeholders

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HRIS TITLE	BI ANALYST – ENTRY	BI ANALYST – INT	BI ANALYST – SR
JOB TITLE	Entry Business Intelligence Analyst	Intermediate Business Intelligence Analyst	Senior Business Intelligence Analyst
JOB CODE	AUNTBD	AUNTBD	AUNTBD
JOB FUNCTION	Information Technology	Information Technology	Information Technology
GRADE	TBD	TBD	TBD
FLSA STATUS	Non-Exempt	Exempt	Exempt
DETAILED DUTIES & RESPONSIBILITIES	• Individual positions may be responsible for some or all of the listed duties and/or other related duties • Works on low to medium complexity tasks within one or more functional areas • Participates in and/or supports work planning processes • Partners with internal and external customers to gather and validate business requirements • Develops and writes business requirements for solution design • Determines and analyzes queries and reports • Researches business issues and assists in designing models that aid in analyzing issues • Develops, executes, and documents user test plans • Provides support to test teams • Verifies data collected is within required quality standards • Assists in the development of end-user training materials • May maintain metadata repository and/or data dictionary, adding, modifying, or deleting data • May participate in vendor evaluations • May train clients in the use of BI solutions to enhance decision-making capability	• Works on medium to highly complex BI solutions • Provides design support for the development of business intelligence solutions • Develops demand forecasts • Participates in planning process including inception, development, testing and delivery of solutions • Develops and analyzes business intelligence needs • Provides input into business requirements and determines optimal solutions to meet needs • Identifies new technology opportunities with enterprise-wide impact • Designs custom reports • Researches business problems and creates solutions • Reviews test plans and monitors testing process to ensure that results are adequately tested • Provides input into the development of quality metrics • Researches tools, framework, mechanisms for data analytics • Keeps abreast of new technologies • Participates in vendor evaluations • Provides input to standards, policies, procedures outlining structure, form and attributes of BI tools • Designs and delivers end-user training and associated materials	• Works on the most complex, cross-functional, and enterprise-wide BI solutions • Organizes and leads BI work planning projects, implementing and using a variety of BI software tools and systems • Provides subject matter expertise for key BI core functions • Develops work plans or reviews other work plan timelines • Manages workflows to meet timeframes • Manages and plans for service demand forecasts • Conducts analyses of functional business processes and requirements • Develops business cases in support of process objectives • Evaluates customers' needs and provides input into business requirements • Advises executives on BI processes, practices, and technologies • Analyzes data and identifies patterns, relationships, anomalies and trends • Leads user testing efforts, and provides direction in the design and execution of tests • Oversees implementation of new systems or modifications • Analyzes test results to ensure solutions meets the needs of the customer • Approves selections of tools, framework, and mechanisms for data analytics • Recommends standards, policies, and procedures outlining the structure, form and attributes of BI tools • Designs and delivers end-user training and associated materials.

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HRIS TITLE	BI ANALYST – ENTRY	BI ANALYST – INT	BI ANALYST – SR
JOB TITLE	Entry Business Intelligence Analyst	Intermediate Business Intelligence Analyst	Senior Business Intelligence Analyst
JOB CODE	AUNTBD	AUNTBD	AUNTBD
JOB FUNCTION	Information Technology	Information Technology	Information Technology
GRADE	TBD	TBD	TBD
FLSA STATUS	Non-Exempt	Exempt	Exempt
MANAGEMENT OF RESOURCES	None	None	None
SUPERVISION RECEIVED	Works with immediate supervision	Works with general supervision	Works with minimal supervision
BUDGETARY RESPONSIBILITY	None	None	None
DECISION MAKING AUTHORITY	Follows established guidelines and procedures	Follows established guidelines and procedures using limited independent judgment	Exercises independent judgment within well-defined parameters
EDUCATION & EXPERIENCE	Any combination of training and experience that meet the knowledge, skills, and abilities (KSAs); typical ways KSAs are obtained may include but are not limited to: relevant degree from an accredited college or university, coursework and work experience relevant to assignment	Any combination of training and experience that meet the knowledge, skills, and abilities (KSAs); typical ways KSAs are obtained may include but are not limited to: relevant degree from an accredited college or university, coursework and work experience relevant to assignment	Any combination of training and experience that meet the knowledge, skills, and abilities (KSAs); typical ways KSAs are obtained may include but are not limited to: relevant degree from an accredited college or university, coursework and work experience relevant to assignment
LICENSURE/CERTIFICATION	None	None	None
OTHER SELECTIVE PREFERENCES	???	???	???
WORK ENVIRONMENT	Standard office environment	Standard office environment	Standard office environment
ADDITIONAL FACTORS	N/A	N/A	N/A

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BI Analyst – Entry Level (Market Match)

BI Analyst - Entry

Match Descriptions

Mercer: Individual contributor representing the most common entry point for this career stream; works under direct supervision. Responsible for leading the design and support of enterprise wide business intelligence applications and architecture. Works with enterprise wide business and IT senior management to understand and prioritize data and information requirements. Solves complex technical problems. Optimizes the performance of enterprise business intelligence tools by defining data to filter and index that add value to the user. Creates testing methodology and criteria. Designs and coordinates a curriculum for coaching and training customers in the use of business intelligence tools to enhance business decision-making capability. Develops standards, policies and procedures for the form, structure and attributes of the business intelligence tools and systems. Develops data/information quality metrics. Researches new technology and develops business cases to support enterprise wide business intelligence solutions.

CompAnalyst: Responsible for supporting the strategic design and maintenance of business intelligence applications. Identifies, researches, and resolves technical problems. Ensures that the use of business intelligence applications enhances business decision making capabilities. Requires a bachelor's degree. Typically reports to a supervisor. Typically requires 0-2 years of related experience. Works on projects/matters of limited complexity in a support role. Work is closely managed.

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Slide 1

BI Analyst - Entry					
Current Information					
Job Code(s)	Title		mbents	Average Rate	
AUNTBD	BI Analyst - Entry			$71,190	
Market Data					
Survey	Match Title		tile Actual ry	Aged Avg	Aged & Wtd Avg
2017 Mercer	Business Intelligence Arc… Entry		024	$78,233	$39,117
CompAnalyst	Business Intelligence Spe…		00	$63,737	$31,868
					$0
					$0
					$0
				$71,671	$70,985
				% to Market:	-0.3%
				Recommended Grade:	24
				Recommended Midpt:	$71,190

Slide 2

Continue Building

- BI Analyst Entry
- BI Analyst Intermediate
- BI Analyst Sr
- SPV BI
- MGR BI
- SR MGR BI

SALARY
100
50
0

Sr Manager
Manager
Supervisor
Lead
Management/Leadership

Specialist
Senior
Intermediate
Entry
Technical/Non-Supervisory
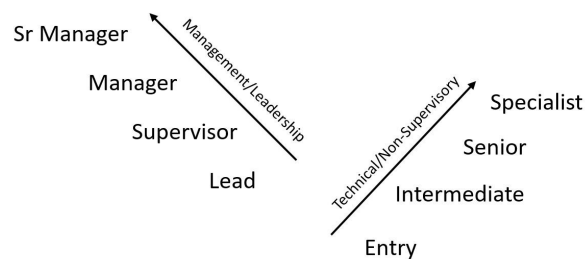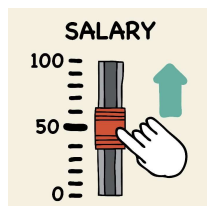
Internal Equity - Entry Level
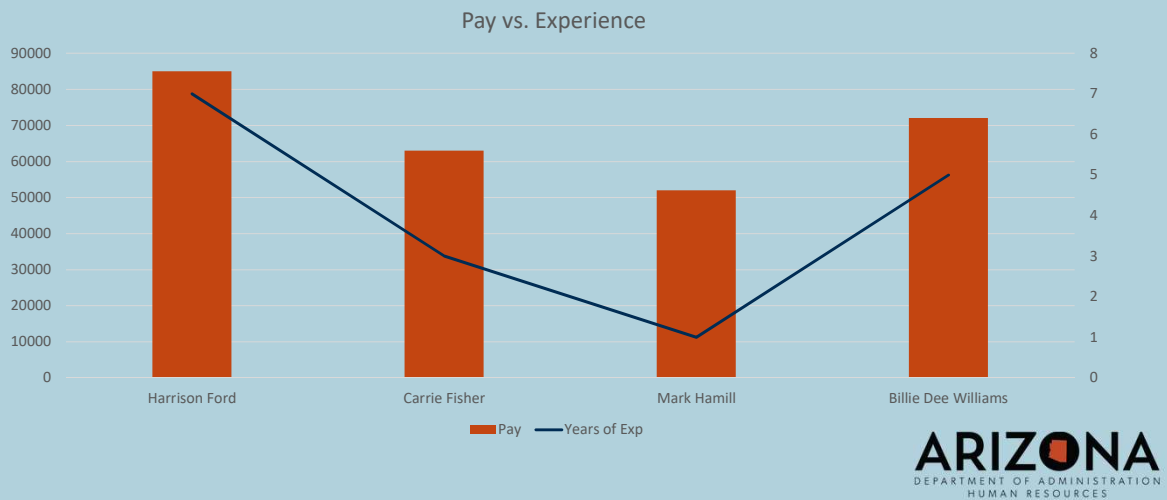
Internal Equity – Entry Level
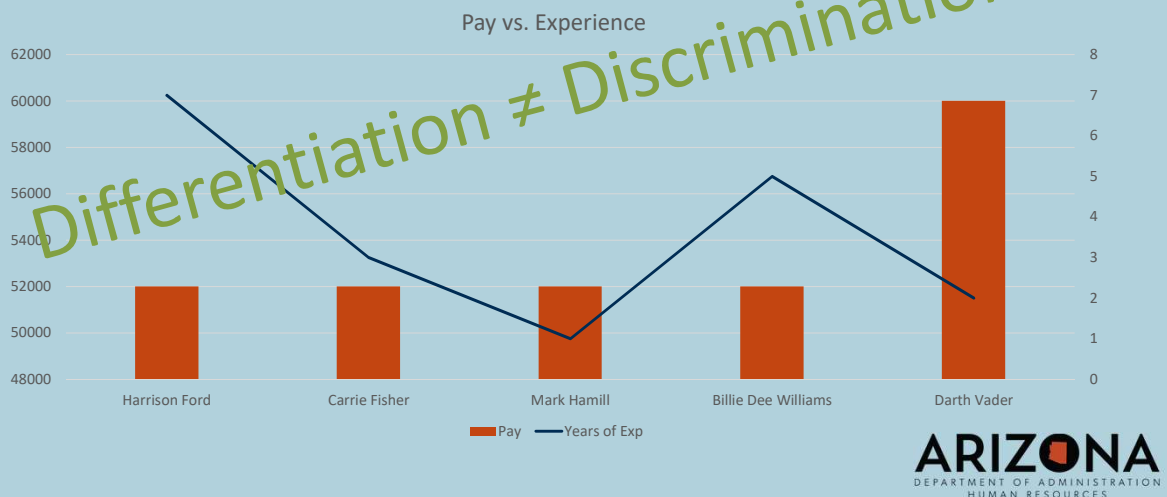
When do you need a Market Study?

- When a new class/family/function is added, it is appropriate to review market matches and set new salary grades
- IF turnover or inability to hire is truly identified as pay-related, a market study may be appropriate. It should not be the FIRST request on your list!

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What is helpful Compensation Info?

Average State Salary for a Class

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What is helpful Compensation Info?

- What level of work is required in **OUR** agency?
- What is **OUR** budget?
- Where are **OUR** employees paid who are doing this job now?
- What does the new candidate bring to **OUR** agency as it relates to:
  - Knowledge
  - Skills
  - Abilities
- What is the rate of pay, within the prescribed pay range to appropriately compensate new employee for **OUR** work needed?

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Classification Analysis

Establishing or reallocating a position

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How does a position get established and/or reallocated?

- What does a Classification Analyst look for in a Position Description?
- How does the position get allocated to a certain classification?
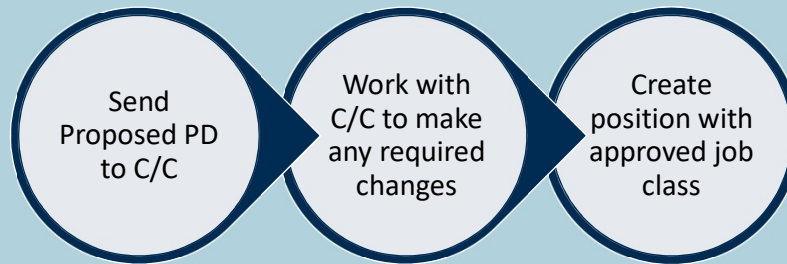
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Sample Position Description (PD)

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Classification Analysis

Send Proposed PD to C/C → Work with C/C to make any required changes → Create position with approved job class

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PD Review And Analysis:

- Review
- Compare
- Determine Allocation
- Determine FLSA Status
- Complete and approve the CAR

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Position Description (PD) Review/Analysis

- The following are some things that <u>will NOT</u> be used in determining a classification level of a position:

  - Length of time (years) employee has served in the position.
  - Higher than usual volume of workload.
  - Current employee is at the top of the pay range for the grade.
  - Outstanding or unusual qualifications of the current employee.
  - Employee is financially strained.

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Position Description (PD) Review/Analysis

The following are some things that <u>will</u> be used in determining a classification level of a position:

  - Supervision received or exercised.
  - Working conditions
  - Knowledge applied (used) on the job
  - Work results/products
  - Responsibilities and authority exercised
  - Skills applied in the work

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Comparison To Other Resources

- PD will be compared to relevant job specs (aka: classification specifications)
    - Review the job specs of the job family for fit
    - Review the requested job spec for level
- PD will be compared to other existing positions in the same class
    - If unsure of classification "fit," review other PD's or job specs in other classifications

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Discuss Any Outstanding Issues:

What if the Classification Analyst does not agree with the requested job classification?

- Reporting relationship (Org charts are helpful tools for C/C)
- Position Description does not fit the requested job title (unique)
- Discuss with the requestor before allocating the position to a job classification

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FLSA Designation (Exempt or Non-Exempt)

- FLSA Designation is designated according to the United States Department of Labor, Fair Labor Standards Act
  - Proper classification of employee positions, job titles and exempt status is critical. Employers must consider job duties and the impact that each job has on the company's management to determine whether certain positions are exempt. Exempt employees do not receive overtime pay.
  - **Employers who intentionally misclassify workers as exempt employees to avoid paying overtime are subject to stiff penalties, fines and awards of back pay to employees.**

  - Exemption tests to determine FLSA designation include: Executive, administrative, professional, computer and outside sales

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Approved PD information will be entered into HRIS

Data listed on the PD will be entered onto ZP02 (or XP02).

Please make sure information is submitted correctly including all coding. Otherwise, this will delay finalization of position.

n (ZP02.1)

nge | Previous | ? Inquire | ▶ Next | Inquire ▾

Company
Process Level
Position
Effective   -
Update Employees, Requisitions Y ▾

Structure   Payroll
Reason
Status   1
At Will Status
Exempt from Overtime
Pay Plan
Schedule, Grade, Step
Law Enforcement
Department
Job Code
CPS Type

Approve The PD

- Finalize and approve PD
  - Complete bottom portion of PD ensuring all fields reflect accurate coding.
  - C/C sign and date the PD.
  - Send approved PD to agency as confirmation of approval.

PD Approved by C/C

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Notes On Effective Dates

- Please select an effective date at the BEGINNING of a payroll period.
- Note: If a "future" effective date is requested, the PD can be approved, however, we WILL NOT enter the information onto HRIS until on or after the effective date.
- If requesting a retro-active effective date, especially if over three months prior, be prepared to deliver justification on the reason behind this request.

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Action Requests? Send to:

Cherwell

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602-542-4767

Ana: Ana.Soto@azdoa.gov

602-542-2775

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Questions?

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Sheila: Sheila.Krueger@azdoa.gov
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